

D.C. YOUTH DEVELOPMENT STRATEGY IMPLEMENTATION PLAN



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EXECUTIVE SUMMARY

BACKGROUND

In 2004, the city experienced an alarming increase in juvenile homicides: 24 juveniles under the age of 18 were murdered in the District, nearly double the number of juvenile homicides in 2003. This spike occurred against the backdrop of decreasing crime for the District as a whole, forcing the city to examine the specific factors that place young people at risk.

The resulting interviews, community listening sessions, and working meetings convened by the Office of the Deputy Mayor for Children, Youth, Families and Elders (ODMCYFE), along with the hearings held by the Special Committee on the Prevention of Youth Violent Crime chaired by Councilmember Vincent Gray, revealed that while the District has made significant investments in children and youth, our city does not have a comprehensive youth development plan nor the infrastructure to implement coordinated strategies to address the needs of young people, particularly older youth. Mayor Anthony A. Williams has made a commitment to close this gap. The *D.C. Youth Development Strategy* outlined below charts how this will be implemented over the next year.

PURPOSE

The purpose of the *D.C. Youth Development Strategy* is to:

- ❖ Launch a youth violence intervention strategy that can deliver near-term, powerful results; and
- ❖ Lay the groundwork for a sustainable investment in our city's young people guided by the values of positive youth development.

THE PLAN

The strategy takes a three-pronged approach:

- ❖ Safety First!: Making immediate interventions focused on youth most at risk of being victims or perpetrators of violence;
- ❖ Mid-term Priorities: Leveraging and coordinating the prevention strategies; and
- ❖ Longer-term Priorities: Organizing systemic investments in the District's youth development infrastructure.

The components of the plan, including initiatives, lead agencies, funding and timeframe, are illustrated in the following chart. An overview of the plan's management structure follows.

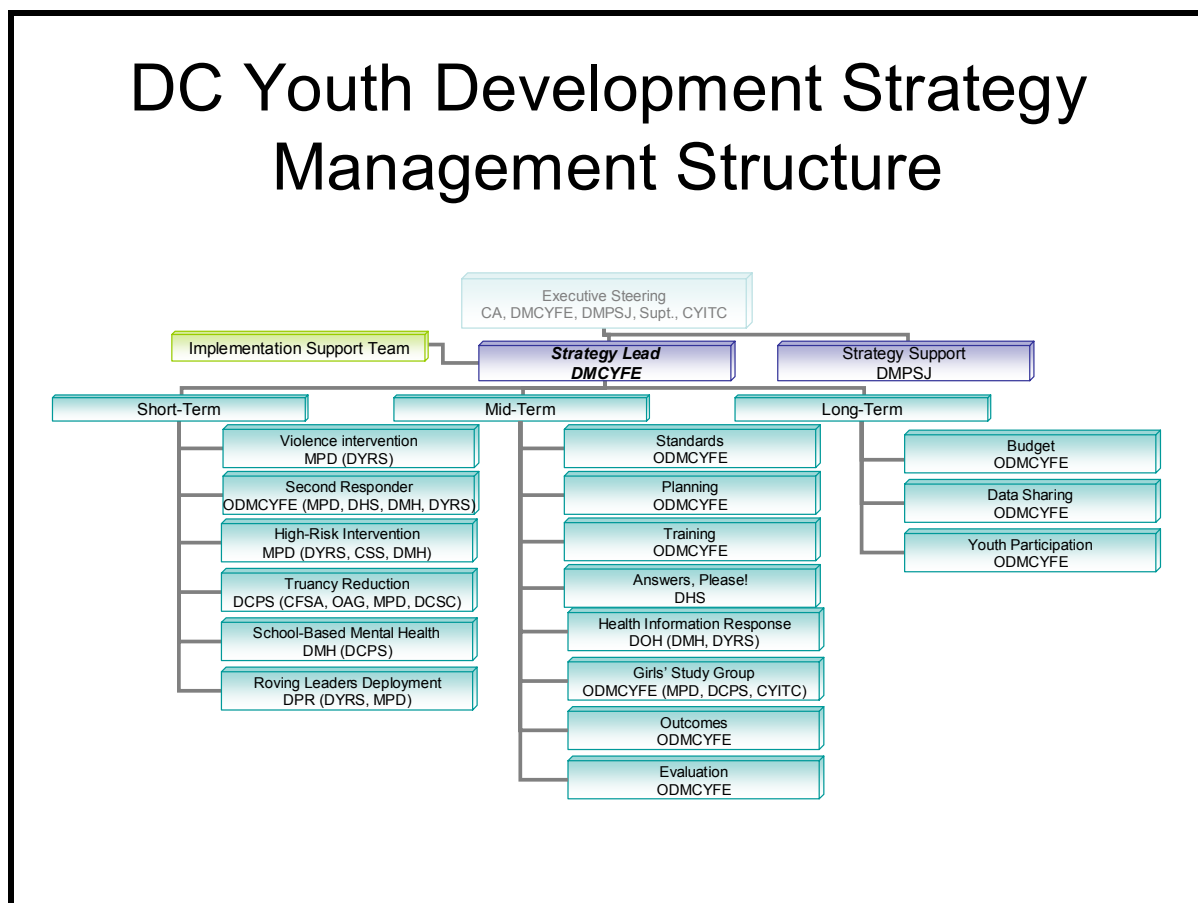
Safety First! Violence Intervention Efforts	Lead Agency	Funding Source	FY06 Allocation	Start Date	Target Area/Target # of youth served
Violence Intervention Partnership (VIP)	MPD	DHS – TANF Bonus	\$800,000	Dec 05	Wards 7 & 8
Intensive Intervention for High Risk Youth	MPD	DYRS, MPD	TBD	Jan 06	Citywide 30 youth
Second Responder Program	ODMCYFE	DHS Strong Families Reallocation	\$800,000	Jan 06	Wards 7 & 8 200 youth
Truancy Diversion Program	Family Court	CFSA	\$400,000	Oct 05	Ward 1 (addtl. TBD) 25 families per school
Targeted Redeployment of Roving Leaders	DPR	DPR DHS TANF Bonus	\$350,000	Feb 06	Ward 4- Petworth
School-based Mental Health Program expansion to 12 new schools	DMH	DMH	\$1.4m	Jan 06	Citywide

Mid-term Strategic Priorities	Lead Agency	Date of Completion
Youth program standards	ODMCYFE	April 06
Year-round interagency planning for out-of-school time programs	ODMCYFE	September 06
Youth worker training	CYITC	September 06
“Answers, Please!” update	DHS	March 06
Health Information Response Team (injury and violence data analysis)	DOH	Ongoing - Launched Nov 05
Girls’ study group	ODMCYFE	April 06
Common outcomes & performance measures	ODMCYFE	March 06
Evaluation	ODMCYFE	May 06

Longer-term Strategic Priorities	Lead Agency	Date of Completion
Youth participation	ODMCYFE	January – June 06
Children’s Budget	ODMCYFE	March 06
Data sharing (Safe Passages Information System)	OCTO	December 06

ACCOUNTABILITY AND OVERSIGHT

The Deputy Mayor for Children, Youth, Families and Elders (DMCYFE) will lead the overall youth development effort and will be responsible for directing the work of agencies from her cluster assigned to the different elements. The Deputy Mayor for Public Safety and Justice (DMPSJ) will support the strategy development and implementation and direct the work of the public safety and justice agencies. An executive steering committee, composed of the City Administrator, the District of Columbia Public Schools Superintendent, the President of the DC Children and Youth Investment Trust Corporation and the two Deputy Mayors, will be responsible for strategy oversight, policy development and resource allocation.



SAFETY FIRST!: VIOLENCE INTERVENTION EFFORTS (DEC 2005 – MARCH 2006)

Safety First! Action Plan: Violence Intervention Partnership (VIP)

The mission of the Violence Intervention Partnership (VIP) is to reduce youth violence in communities east of the Anacostia River through innovative law enforcement, conflict resolution and intervention and prevention strategies. Modeled after the highly successful NW Gang Intervention Partnership (GIP), VIP will involve a collaborative effort by community leaders, law enforcement officers, government agencies, faith-based institutions, community-based organizations, educators and youth outreach workers. Core community partners include East of the River Clergy Police Community Partnership (ERCPCP), Peaceoholics, East River Family Strengthening Collaborative (ERFSC) and the Far Southeast Family Strengthening Collaborative (FSFSC).

Outcomes

- Reduction in youth violent crime
- Reduction in youth delinquency
- Reduction in truancy
- Reduction in recidivism

Performance Measures

- Number of youth homicides in Wards 7 and 8
- Number of juvenile arrests for violent incidents in Wards 7 and 8
- Rate of juvenile recidivism

Implementation Milestones:

Current through February 2006	Start-up - development of protocols, procedures and policy documents specifying community and law enforcement roles
January 2006	MPD Special Unit team staffed and operational
February 2006	Selection of core VIP members
February 2006	Orientation complete
Monthly	Management Team Meetings and stakeholder training opportunities
May 2006	Formal review of implementation

Stakeholders: MPD, US Attorney's Office, OAG, DYRS, Peaceoholics, ERCPCP, ERFSC, FSFSC, East Capitol Center for Change, CSOSA, DPR Roving Leaders, DC Children and Youth Investment Trust Corporation

Lead Implementer: MPD

Oversight Responsibilities: DMPSJ

Management Structure/Approach: Bimonthly management meetings for the first three months, after which meetings occur monthly. Weekly meetings of core VIP team.

Budget: \$800,000

Fiscal Source: DHS (TANF Bonus)

<p style="text-align: center;">Safety First! Action Plan: Intensive Intervention for High Risk Youth</p>

This initiative is designed to immediately increase safety, supports and productive opportunities for a targeted group of 30 young people who have the highest risk of becoming victims or perpetrators of fatal violence. This interagency intervention will provide intensive supervision, monitoring and support for those youth who pose a heightened risk to public safety and/or may be at risk for retaliatory violence. The primary target for services will be youth being released from Oak Hill and/or transitioning to community-based placements who are at highest risk to commit or become targets of violence. This intervention is based upon a multi-systemic approach to youth violence prevention grounded in positive youth development.

Outcomes

- Reduction in youth violent crime
- Reduction in youth delinquency
- Reduction in recidivism

Performance Measures

- Number of youth homicides
- Rate of juvenile recidivism

Implementation Milestones:

Current through January 2006	Start-up: development of protocols, procedures and policy documents specifying community and law enforcement roles
January 2006	Orientation and stakeholder training complete
Bimonthly	Case review and planning meetings
June 2006	Formal review of implementation

Stakeholders: MPD, DYRS, DC Superior Court Social Services, Peaceoholics, Alliance of Concerned Men, DPR Roving Leaders

Lead Implementer: MPD

Oversight Responsibilities: DMPSJ

Management Structure/Approach: Bimonthly case review and planning meetings

Budget: TBD

Fiscal Source: TBD

<p align="center">Safety First! Action Plan: Second Responder Program</p>
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The purpose of the Second Responder Program (SRP) is to provide intervention and family stabilization services to youth on the brink of juvenile delinquency. SRP is structured to provide rapid support to MPD in its response to young people who commit, threaten to commit or are the victims (actual or potential) of acts of violence. The SRP will be piloted in Wards 7 and 8. Two teams housed at the FSFSC and ERFSC will work with up to 100 youth each in the program's pilot year.

Outcomes

- Reduction in youth violent crime
- Youth maintain high social competency
- Youth behavior does not escalate to violent acts

Performance Measures

- Number of youth homicides in Wards 7 and 8
- Number of referrals made by MPD to Second Responder social service worker
- Number of youth served by SRP
- Number of stabilization plans implemented
- Number of participants present at Family Team Meetings

Implementation Milestones:

Current through February 2006	Start-up (hiring, development of protocols, procedures and policy documents, design of staff and stakeholder training curricula, etc.)
February 2006	Orientation, training and mini-pilot efforts complete
Monthly	Management Team Meetings
May 2006	Formal review of Phase 1 pilot implementation

Stakeholders: ERFSC, FSFSC, MPD, DMH, DYRS

Lead Implementer: Health Families Thriving Communities Collaborative Council

Oversight Responsibilities: DMCYFE

Management Structure/Approach: Management Team to include lead representatives from key stakeholders with monthly meetings.

Budget: \$800, 000

Fiscal Source: CFSA (Reallocation from DHS Strong Families)

<p align="center">Safety First! Action Plan: Truancy Diversion Program</p>

The truancy program was launched at Garnet Patterson Middle School this fall. Modeled after Judge Byer's Truancy Court Diversion Project in Kentucky, this program is targeted at students with chronic unexcused absences. The objective is to address truancy within the context of the family without having the student become court-involved. A judge works with a team that includes a family advocate, school attendance clerk, school counselor and educational liaison/teacher. Diversion sessions, or case planning meetings, are held weekly at the selected school and the emphasis of the sessions is on the students' successes. The intensive 12-week program will be launched in additional middle schools/junior highs in the spring.

Outcomes

- Reduction in truancy
- Increase in student academic achievement

Performance Measures

- Number of students and families enrolled in program
- School attendance of participants
- Academic performance of participants

Implementation Milestones:

Current through January 2006	Conduct first 12-16 week phase at Garnett Patterson
January 2006	Expansion sites selected
February 2006	Conduct orientation and training for expansion sites
February 2006	Launch phase 2 sessions at both sites
Monthly	Truancy Taskforce Meetings
July 2006	Formal review of first year implementation

Stakeholders: DC Superior Court, DC BOE, DCPS, CFSA, HFTC Collaboratives, OAG, DMH

Lead Implementer: DC Superior Court – Judge Lee Satterfield and Anita Josey Herring

Oversight Responsibilities: ODMCYFE

Management Structure/Approach: The truancy taskforce meets monthly and includes lead representatives from key stakeholders.

Budget: \$400,000

Fiscal Source: CFSA, Collaboratives

<p style="text-align: center;">Safety First! Action Plan: Targeted Redeployment of Roving Leaders</p>
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Roving Leaders from the Department of Parks and Recreation (DPR) will be redeployed to conduct targeted street outreach efforts in critical neighborhoods. The first redeployment will occur in Ward 4's Petworth neighborhood in response to the recent murder of a 17-year-old. Select Roving Leaders will be responsible for reaching out to young people, providing informal mentoring, and linking them to critical services and supports that can help them turn their lives around. This deployment will be anchored by the Neighborhood Services Core Teams corresponding to the targeted neighborhood. Additionally, the Roving Leaders will be linked to key community organizations that are already "on the ground" in order to dramatically expand the city's street outreach capacity in a very short time frame.

Outcome

- Reduction in youth violent crime

Performance Measures

- Number of youth linked to employment
- Rate of suspension in schools serving targeted neighborhood
- Number of older youth participating in formal youth programs at recreation centers in targeted neighborhoods
- Level of community satisfaction

Implementation Milestones:

January 2006	Community stakeholder meetings
February 2006	Launch Petworth redeployment
February 2006	Implementation of stakeholder linkages
March 2006	Selection of additional neighborhood(s)

Stakeholders: DPR, Office of Neighborhood Services core teams, DCPS, DOJ Weed and Seed Initiative, local ANCs, CBOs

Lead Implementer: DPR

Oversight Responsibilities: DMCYFE

Management Structure/Approach: Redeployment decisions made by Roving Leader supervisor in collaboration with Neighborhood Services core teams and key stakeholders

Budget: \$350,000 **Fiscal Source:** DPR (in kind), DHS (TANF Bonus)

<p style="text-align: center;">Safety First! Action Plan Expansion of the School Based Mental Health Program</p>
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During the current fiscal year, the Department of Mental Health (DMH) School Mental Health Program will expand from 29 schools to 41, with the addition of 10 DC Public Schools and two public charter schools. In this program, mental health providers offer a full array of services to students in the public schools and their families, including assessment, treatment, prevention, consultation, training and case management. Services are provided on-site and in coordination with other services being offered by the school staff. Early intervention services are provided at the first occurrence (or early-after-onset) of an emotional, behavioral or social problem with the aim to prevent further deterioration of functioning. Crisis services, interventions provided for emergent situations and needs, are also a part of this comprehensive model of care.

Outcomes

- Improved student social functioning among peers
- Improved student functioning – depression, aggression/anger, trauma
- Improved family functioning
- Improved school climate
- Fewer referral to special education for emotional disorders

Performance Measures

- Improvements in student empathy after RESPECT intervention
- Reduction in depression, anger/aggression, trauma symptomology score pre-post intervention
- Positive responses on items in satisfaction surveys related to family functioning
- Self-reported improvements in classroom management
- Decrease rate of referral to special education programs for emotional disturbance

Implementation Milestones:

Current through January 2006	Hire staff
January 2006	Refine referral criteria
Spring	Begin operation
Monthly	Staff meetings

Stakeholders: DMH, DCPS

Lead Implementer: DMH – Olga Acosta Price

Oversight Responsibilities: DMCYFE

Management Structure/Approach: The school based mental health program has a two- tiered management system with site-based teams and project leaders. Supervision and oversight are data driven and anchored to the program's logic model.

Budget: \$1.4m

Fiscal Source: DMH

MID-TERM STRATEGIC PRIORITIES (DECEMBER 2005 – SEPTEMBER 2006)

We will focus on the following mid-term goals:

- ❖ **Youth program standards:** The DC Children and Youth Investment Trust Corporation (CYITC) has developed “DC Standards for Out-of-School Time” to guide their grant-making and grantee evaluation. The Office of the Deputy Mayor for Children, Youth, Families and Elders (ODMCYFE) will work with the CYITC to ensure that the standards are age-appropriate and that they are adaptable to public agency funding constraints. Additionally, by April 2006, the Office will identify two agencies or offices to pilot adoption of these standards to their funding and monitoring of youth programs and services.
- ❖ **Year-round planning for out-of-school time programs:** The city now has a successful Summer Coordination Team that links community and government resources at the implementation level. The team has improved the coordination of transportation, feeding programs, and facilities. Over the next year, this effort will include year-round interagency planning for out-of-school time programs and services.
- ❖ **Youth development training for youth workers:** The city will partner with CYITC to deliver their best practice curriculum to 100 public agency workers and 25 supervisors from the human services cluster and to design an intensive 3-day workshop for 10 program managers in the areas of positive youth development program design and management.
- ❖ **“Answers, Please!” update:** The city will work to increase public access to youth focused information and services by updating the “Answers Please!” referral service to include a more comprehensive listing of youth programs and services.
- ❖ **Health Information Response Team:** Through a partnership with the Howard University Department of Pediatrics, the Department of Health will establish a Health Information Response Team (DC –HIRT) to improve access to timely, youth injury and violence data. DC-HIRT will provide a forum for experts in the fields of medicine, public health, mental health, social work, law enforcement and others to track key data and share resources.
- ❖ **Girls’ study group:** In recent years, the violence between girl gangs has escalated dramatically. High profile incidents such as the assault of a young girl at Cardozo High School last year and the beating of a bus driver in SE have forced many youth serving organizations to pay greater attentions to the District’s young women within the arena of youth violence prevention. The ODMCYFE will bring together a small group of young women, community providers, funders, and key public agencies to gauge the types of intervention and prevention efforts needed. The group will be organized as the DC Girls Study Group modeled on the Office of Juvenile Justice and Delinquency Prevention initiative, focusing on: creating an inventory of current programs; defining critical gaps; understanding the protocols and procedures related to gender-specific violence; and identifying best practice principles that can best meet the violence prevention needs of DC girls.
- ❖ **Outcomes:** The ODMCYFE will work with a small group of internal and external stakeholders to establish developmental outcomes, indicators and performance measures. These will include city-level goals (such as the current Safe Passages goals) embraced by the broader community, as well as agency level positive youth development outcome-based performance measures.

- ❖ **Evaluation:** The Office of the Deputy Mayor for Children, Youth, Families and Elders, in partnership with CYITC, will contract with an external evaluator to design the evaluation component of the youth development strategy.

LONGER TERM STRATEGIC PRIORITIES (DECEMBER 2005 – DECEMBER 2006)

And, our long term investments in system reform focus on:

- ❖ **Youth engagement:** The ODMCYFE will work with key community stakeholders to institutionalize youth participation in program planning, design and youth policy- making. Specifically, this will mean joint convening of existing youth councils to foment better coordination and ensure ongoing youth feedback and guidance of the development of this strategy.
- ❖ **Children's Budget:** The ODMCYFE will prioritize the streamlining and integration of current, cross-agency, youth-focused efforts, particularly in the human services cluster. Specifically, the Office will implement a Children's Budget process that will eventually tie all funding for children and youth services to core outcomes and measures. In the Fiscal Year 2007 budget process, the first DC Children's Budget will inventory all funded youth programs and services. Additionally, throughout the next year, the human services cluster will work to align funding to support strategic pooling, coordination and/or decategorization of funding streams.
- ❖ **Data sharing:** The District will continue to develop the Human Services Modernization Program/Safe Passages Information System to enable all agencies to share central information about the children, youth and families they serve.